Together with Our Customers

THK’s Sales Approach

The THK company name incorporates three principles: Toughness (tough, durable products), High Quality (the world’s top-quality products), and Know-how (expertise for our customers). Under these principles, we conduct our daily sales activities with a customer-focused approach where we think, act, and verify results from the customer’s perspective. THK has established an integrated production and sales structure with 118 sales offices and 35 production facilities close to centers of demand in order to produce and sell locally in four regions: Japan, the Americas, Europe, and Asia. We have also established an e-commerce website, Omni THK, which enables customers to purchase products in regions without any THK sales offices. Furthermore, we ran booths at 21 exhibitions in Japan and 34 overseas in 2018 to introduce more customers to our products. Besides participating in exhibitions, we also occasionally hold private shows and technical seminars as venues to explain our offerings directly to customers.

In May 2018, we began holding technical seminars to introduce many more customers to THK. The curriculum allows participants to experience our products up close, including a tour of our new showroom* and a viewing of the seismic isolation system installed beneath our new headquarters established in October 2017. Many customers signed up for the seminars, with over 300 people participating over the course of 15 sessions held at our headquarters and five other sales offices.

Members from administrative and engineering departments exchanged ideas to come up with the structure of the seminar, and actual participants commented that the contents were informative and very easy to understand.

We will continue to develop strategies to improve our technical seminars, such as developing a curriculum focused on products with high demand from participants and holding local seminars to reach customers in distant regions.

* Our headquarters showroom is open during normal business hours (9:30 a.m. to 5:30 p.m.) on weekdays.

Involvement in Society

Involvement in Society

Lessons in Customer-Oriented Sales from THK

Guangzhou Minjia Manufacturing Technology Co., Ltd.

President Zhao Hu

Vice President Li Yuanyuan

Tell us about your company.

We were established in 2001 as a manufacturer focused on two divisions: parts for compressors and core components for machine tools and robots. Our corporate philosophy is to provide our customers with energy-saving and high-efficiency machine tools, competitive solutions, and superior service. We have production and sales bases in Suzhou, Guangzhou, and Baosi, and 60% of our 300 employees work at our development division located in Guangzhou. We have been recognized for our ability to develop original technology, being the only Chinese company selected among affiliated metalworking businesses worldwide to receive a technology innovation award three times, in 2015, 2017, and 2018. We currently have 100 patents, and we are one step ahead of other Chinese companies when it comes to machines that manufacture ball screws, the LM Guide, and bearings.

Tell us how you first encountered THK products.

I think it was about 30 years ago. When I was working in the machine tool development division at another company, a THK salesperson told me about their products. It was the first time I had seen a THK product, but I was convinced that sliding guides would give way to rolling guides in the future. That was how we began using the LM Guide, including in prototype machines, 10 years before our competitors. Using the LM Guide drastically improved our productivity, enabling us to develop high-quality multifunctional machines. Honestly, I think our technology would not have improved if I had not met THK. That is because, even as we purchase THK products, we also provide THK’s Chinese factories with production equipment. THK has very strict quality requirements for the products we deliver, which gives us a lot of inspiration for technological innovation, one of our core principles. By manufacturing machines that would satisfy THK, without realizing it, we had naturally become able to create high-quality machines. In particular, we frequently exchange ideas about technology with THK MANUFACTURING OF CHINA (CHANGZHOU), which has led to the development of our original multifunctional machines.

What do you think about THK’s technology and service?

The stable quality of THK’s products is essential to our goal of producing the best machines in the world. They have an office near our factory in Guangzhou, so having salespeople come over right away when there is a concern has been very helpful. THK is a large corporation, but they treat each of their customers with the same, unchanging level of respect. I often stop by exhibitions, and I see THK’s representatives doing their best to introduce even small and medium-sized companies to their products. I admire how their sales efforts remain unchanged while focusing on the future. THK truly practices customer-oriented sales activities, thinking, acting, and verifying results from the customer’s perspective. We have reflected that in our corporate Teramachi philosophy, too. I have had the opportunity to meet President Teramachi, and looking back, I almost feel like I have spent more time in meetings with THK than in industry meetings. I will reach out to people in related industries, so when a new product comes out, I hope THK will hold an information session for us. We will continue to maintain a good relationship with THK and refine our technology.

As a final note, I heard we are the first users outside of Japan to be introduced in THK’s CSR Report. We are greatly honored to have been chosen.
Together with Our Suppliers

<table>
<thead>
<tr>
<th>Material Purchasing Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Global procurement</td>
</tr>
<tr>
<td>2. Accelerated ordering</td>
</tr>
<tr>
<td>3. Active proposals</td>
</tr>
</tbody>
</table>

THK's daily operations are performed in accordance with our policy to manufacture products in the optimal location and to conduct our business and improve our technology in a way that meets the needs of our customers. Throughout our supply chain, from design to sales, we strive to adhere to social norms and be environmentally conscious in order to create a sustainable society.

Due to the new system of accountability for freight owners announced by the Ministry of Land, Infrastructure, Transport and Tourism in 2018, our distribution centers moved the time they stop shipping forward from 4:00 p.m. to 3:00 p.m., in an effort to alleviate the workload of truckers.

With the introduction of this new system, we have taken steps to limit the following types of behaviors that actively lead to violations:

1. Constantly having truckers wait on shipments
2. Specifying unreasonable arrival times
3. Punishing truckers for unavoidable delays
4. Asking truckers to violate weight regulations, etc.

As we promote our CSR activities, in addition to reflecting the voices of customers, we will also continue to implement activities that involve the entire supply chain, such as conducting CSR surveys of our suppliers.

1. Procurement practices emphasizing communication with suppliers. Evaluating and choosing suppliers with thorough consideration for CO25S
2. Fair and equitable dealings in compliance with all pertinent laws and social norms
3. Efforts to minimize costs. Encouraging the active pursuit of cost-saving projects and value-analysis initiatives
4. Pursuit of global procurement
5. Implementation of a BCP (business continuity plan)
6. Environmental consciousness through green procurement

In Our Customers’ Words

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**Medical Systems Design 2nd Department, Senior Engineer**

**Medical Systems Product Division, General Manager**

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**Medical doctors can request several specific tests from more than 200 items to identify diseases. The test menu has been expanding for the last fifty years. In the past, it took one hundred reaction containers are processed in parallel.**

---

**Customers to solve their problems by providing technologies, products, and services based on our core technologies in “Observation, Measurement, and Analysis.”**

---

Our corporate vision is “Simplify our customers’ high-tech processes.” We have developed our business around three segments: “Analytical & Medical Solutions” that provide bio and medical systems such as clinical analyzers and scientific instruments; “Nano-Technology Solutions” that provide semiconductor manufacturing equipment and electron microscopes; and “Industrial Solutions” that focus on fields such as social and industrial infrastructure as well as automotive and transportation equipment, etc. We help our customers to solve their problems by providing technologies, products, and services based on our core technologies in “Observation, Measurement, and Analysis.”

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**Why did Hitachi High-Technologies (HHT) apply THK products on your medical systems?**

HHT provides clinical analyzers for clinical laboratories in hospitals and commercial laboratories. Generally, these products are categorized as IVD (in-vitro diagnostic)/devices. Our products are mainly used to quantify the concentration of components in blood, in urine, or in other body fluids. Medical doctors can request several specific tests from more than 200 items to identify diseases. The test menu has been expanding for the last fifty years. In the past, it took one hundred reaction containers are processed in parallel. For clinical laboratories with limited space, the analyzers are designed with a combination of 3-dimensional movements. One hundred reaction containers are processed in parallel. In “Observation, Measurement, and Analysis.”

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**What does HHT expect from THK?**

In the IVD device business, it takes time to get the approval of products with IVD by healthcare authorities after the instrument design is fixed. After we get clearance, rapid production ramp-up is required. We would like to cooperate with THK in this business environment to prepare for the scale-up. From our experience of the earthquake in 2011, we would like THK to prepare for various kinds of natural disasters, including those that may impact THK’s material vendors. Recently, environmental and national security requirements have been getting more complicated. We expect THK to prepare for such requirements in advance.
THK CSR Report 2019

Quality Assurance Structure

Quality System Overview

THK has established a quality assurance system in which each production facility both in and outside of Japan is certified with the ISO 9001 Quality Management System. We provide a quality assurance system for the industrial machinery business that produces machine tools, semiconductor manufacturing equipment, medical devices, robots, and seismic isolation and damping systems. With this as a base, we obtain certifications in quality standards adapted for new fields such as the automotive and transportation business and the aerospace industry.

Furthermore, we perform regular quality audits based on the quality management systems at our business partners and suppliers, and we work to maintain and improve product quality on a daily basis with a thorough quality assurance structure.

We have also established a system that allows quality data to be shared globally. In addition to gathering feedback from customers in each region, analyzing it, and providing rapid responses, we endeavor to develop products that meet market needs and improve quality.

Quality Management System Certification Status

<table>
<thead>
<tr>
<th>ISO 9001</th>
<th>JIS Q 9100</th>
<th>ISO/TS 16949</th>
<th>IATF 16949</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>11</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Outside of Japan</td>
<td>7</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

Quality Management Process

1. Development and Design
   - Pursue function, performance, and solutions

2. Testing and Investigation
   - Design review
   - Mass production approval

3. Purchasing, Production, and Inspection
   - Pursue uniform quality all over the world
   - Establish process capability

4. Providing Service and Gathering Quality Data
   - Improve customer satisfaction

5. Analyzing Quality Data and Providing Feedback
   - Analyze quality improvements and marked needs

Global Quality Assurance Structure

THK Headquarters

<table>
<thead>
<tr>
<th>Quality Assurance Division</th>
<th>Global Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>THK Group companies</td>
<td>Japan</td>
</tr>
<tr>
<td>Suppliers</td>
<td></td>
</tr>
</tbody>
</table>

Plants in Japan

Part in the Americas

Plants in Europe

Plants in China

Plant in Vietnam

President and CEO

Quality Assurance Departments

Investor Relations page

IR tools

- Publishing various IR tools and content oriented towards institutional investors
- Annual Report
- Compile company overview, management targets, and medium- to long-term strategies
- Compile detailed financial data

Primary IR Activities

- IR meetings
  - Interview around 150 analysts and institutional investors annually
- Roadshows outside of Japan
  - Hosted as the President for institutional investors outside of Japan
- Financial results briefing
  - Post presentation materials and videos on the IR website mid-year and at yearend
- General Meeting of Shareholders
  - Scheduled on a Saturday during a period when few shareholder meetings are scheduled, accompanied by an exhibition

The IR Website

1. IR Library
   - The IR Library contains various IR tools, including investor information compiled from summaries of financial results and detailed financial data. Presentation materials and videos are available here following the financial results briefings held every year in February and August.

2. IR Information E-mail Delivery Service (RIMSNET)
   - This service sends an electronic newsletter announcing financial results and other news releases to registrants. Register at: https://rims.tr.mufg.jp/?sn=6481

3. For Our Individual Investors
   - This page contains general information about our company history and management strategy as well as examples of our product applications.

General Meeting of Shareholders

Since 1998, we have held our General Meeting of Shareholders, which is based on the concept of an open meeting. On Saturdays during periods when few shareholder meetings are scheduled. We provide seats for observers so that many people, including business partners, can participate.

We also hold an exhibition after the meeting for participants to experience our products up close, where we introduce the various fields where our products are utilized, such as machine tools, industrial robots, automotive and transportation equipment, and seismic isolation systems.
Health and Safety

Management Structure

Five THK facilities in Japan earned OHSAS™ 18001 certification in 2010. In 2018, we took proactive measures in accordance with our policy. In 2019, we worked on transitioning to the ISO 45001 occupational health and safety management system, as OHSAS will expire in 2021.

Policy

Create a pleasant work environment with zero work-related accidents or illnesses.

2018 Occupational Health and Safety Activities in the Production Division

<table>
<thead>
<tr>
<th>Objective</th>
<th>No.</th>
<th>Activity</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Allow occupational health and safety management system (OHSAS 18001) to reach all employees</td>
<td>1</td>
<td>Implement risk assessments and workplace safety training</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>File and provide information pertaining to relevant regulations (chemical substance risk assessments)</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Prepare and perform internal audits (reciprocal audits)</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Conduct management reviews</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Promote disaster prevention</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Implement traffic safety activities (achieve zero traffic accidents)</td>
<td>Not met</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Conduct workplace safety patrols</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Promote 5S (6S) activities</td>
<td>Met</td>
</tr>
<tr>
<td>2. Revitalize health and safety committee activities</td>
<td>9</td>
<td>Achieve 3.1 million hours without any accidents (total accident-free record)</td>
<td>Not met</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Prevent workplace accidents from occurring (zero accidents)</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Promote submission of proposals to prevent near misses (production, 1/month per group, indirect, 1/month per department)</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Ensure employees confirm machines have completely stopped</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Train new employees (temporary and mid-career hires) thoroughly</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Provide instruction to business partners who work on site and visitors</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Perform regular and special health checks</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Promote mental health</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Perform stress checks</td>
<td>Met</td>
</tr>
<tr>
<td>3. Eliminate workplace accidents</td>
<td>18</td>
<td>Implement Illness prevention activities</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>Perform regular health checks</td>
<td>Met</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Implement Illness prevention activities</td>
<td>Met</td>
</tr>
<tr>
<td>4. Enhance health management</td>
<td>21</td>
<td>Make improvements based on occupational physician recommendations</td>
<td>Met</td>
</tr>
</tbody>
</table>

Incident and Severity Rates (Data)

<table>
<thead>
<tr>
<th>Year</th>
<th>Incident rate</th>
<th>Severity rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>0.20/1,666</td>
<td>0.00/0.90</td>
</tr>
<tr>
<td>2015</td>
<td>0.19/1,613</td>
<td>0.01/0.70</td>
</tr>
<tr>
<td>2016</td>
<td>0.20/1,613</td>
<td>0.01/0.70</td>
</tr>
<tr>
<td>2017</td>
<td>0.21/1,613</td>
<td>0.01/0.70</td>
</tr>
<tr>
<td>2018</td>
<td>0.19/1,666</td>
<td>0.01/0.90</td>
</tr>
</tbody>
</table>

Annual Physical Participation Rate

THK has its employees in Japan receive annual physicals and recommends medical examinations through our health insurance society. The following tables show the annual physical participation rate and the examinations our health insurance society offers.

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

RIZAP

Comparing the results of the medical questionnaire filled out before the annual physical with statistics from the National Federation of Health Insurance Societies, we learned that few employees at our headquarters regularly exercise, and many grab dinner less than two hours before they go to bed. To inspire lifestyle changes, we hosted a RIZAP (pronounced “rize-zap”) seminar in November 2018. Forty-four people participated. After a lecture about reflecting on one’s lifestyle, setting goals, and the RIZAP method (low-sugar diet, exercise, etc.), there was an activity for stretching and squating with the proper technique. Participants praised the seminar and asked for more practical sessions on food and exercise and content geared toward women and life after retirement.

Establishing a Safety Dojo

DALIAN THK established its own safety dojo in September 2018 to improve safety, quality, and employee skills. This dojo operates under the slogans of “Safety is the top priority” and “Instill safety awareness through practice and aim to be a workplace with zero accidents.”

This dojo has a training area to teach basic safety knowledge and hazard prediction training, as well as an interactive area where employees can experience the alarming sensation of getting caught in a machine or receiving an electric shock. By the end of December, training was conducted at the dojo 28 times, with around 940 employees participating. DALIAN THK will continue to use its dojo to conduct training and aim for higher safety, quality, and employee skill levels.

Mental Health Class

Mental health issues in the workplace and health disorders caused by overwork are currently major concerns in the field of occupational health. As a company event to coincide with Japan’s National Occupational Health Week, occupational physician Dr. Kouda gave a class on mental health at the THK PH-H YM Hamamatsu plant in October 2018.

Around 100 supervisors and managers attended. One participant commented, “He explained what happens between when a person becomes depressed and when they return to work, from the differing perspectives of the individual, their colleagues, and the company. It was really easy to follow. Another noted, “It was a good opportunity to learn about something I might encounter.” We will continue to deepen awareness of mental health issues to improve and create an even better work environment.
Involvement in Society

Hiroyuki Fujimoto
Quality Assurance Section
Yamaguchi Plant

HR Data Records

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover rate (%)</th>
<th>Retainment rate (%)</th>
<th>Turnover rate (%)</th>
<th>Retainment rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.1</td>
<td>100</td>
<td>1.1</td>
<td>100</td>
</tr>
<tr>
<td>2017</td>
<td>1.8</td>
<td>100</td>
<td>1.8</td>
<td>100</td>
</tr>
<tr>
<td>2018</td>
<td>1.8</td>
<td>100</td>
<td>1.8</td>
<td>100</td>
</tr>
</tbody>
</table>

Since joining the company in 2000, I have been in charge of calibrating and repairing all measuring instruments used at our factory. Calibrating involves testing these instruments by operating them in the correct way, confirming they display an accurate measurement, and repairing or outsourcing repairs as needed. Gauges can malfunction for a number of reasons, including water or oil penetration or being dropped. It is easier to ask a vendor to repair them, but I factor in the cost and time and fix them myself whenever possible. Repair work suits me, and I cannot describe the satisfaction I feel when I am able to fix something. In September 2018, I received an award from the chairman of the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers in recognition of my efforts in the workplace. If I recall, I learned about THK during a plant tour when I was a student at a school for the deaf. The polite reception I received from the employees assured me that it was a good company, and I decided to join. As I have worked here, I have felt the kindness emanating from everyone at the Yamaguchi plant as they come to greet me. The award I received was the result of the cooperation of the people around me, and I am grateful. I will work toward receiving awards from the prefectural governor and the Minister of Health, Labour and Welfare.

Prefectural Governor’s Award

Shunyuji Yoshinaga, deputy manager of the General Affairs Section at the Yamaguchi plant, was one of three individuals to receive an award from the governor of Yamaguchi Prefecture in September 2018. He was recognized for his keynote speech given to many people with disabilities, and for his work in a lecturer at a local government-sponsored seminar for new educators and instructors who interact with people with disabilities, and as an advisor appointed by the Yamaguchi Labor Bureau for supporting the employment of people with disabilities.

Dedicated Calibration Technician Receives Award for His Efforts

Science Castle Grant THK Prize Winner: Seiko Gakuin High School

We are grateful for the opportunity to present the results of our research at Science Castle. We are also proud that we won the THK Prize for using the LM Guide as the subject of our research to experiment and develop our own solution for a challenge faced by society. First, we discussed different social challenges the world is facing. We concluded that every problem we are facing is something we can experiment and develop our own solution for a challenge faced by society.

The R Guide protects the island by absorbing wave motion

A Word from the Technical Advisor

I was really amazed at the spectacular concept of creating land on the ocean and the efforts of this team repeatedly coming up with and testing hypothesis to gradually make progress toward their goal. I will continue rooting for them, and I look forward to their future research.

THK CSR Report 2019
**THK’s Approach**

As a good corporate citizen, THK actively contributes to society through its business activities. Our activities include:

1. Establishing a basic philosophy of contributing to society based on our corporate philosophy.
2. Identifying areas to prioritize our efforts and using our corporate resources to promote specific contributions based on our corporate philosophy.
3. Coordinating and cooperating with various stakeholders, including NPOs, NGOs, local communities, governments, and international institutions.
4. Supporting employees’ own community contributions and involvement.
5. Participating in industry and business community efforts that contribute to society.

In 2018, we provided financial support for numerous causes, including relief for multiple natural disasters in and outside of Japan. To introduce young people to the joy of science, we supported the Fun and Appeal of Science Festival. The theme of the event was inspiring scientific curiosity and interest and introducing more people to the fun and appeal of science.

**Minato City Marathon**

The Minato City Half Marathon 2018 was held in December in the Minato ward of Tokyo, where the THK headquarters is located. We cosponsored the event and provided operational support, with five employees volunteering as course guides. The area in front of the THK headquarters was a checkpoint, and we provided a first-aid station so runners could enjoy the marathon without worry. The event was so successful that we ran out of all the materials we brought to make over 150 hourglasses.

**Charitable Contributions**

<table>
<thead>
<tr>
<th>Date</th>
<th>Purpose</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2018</td>
<td>Northern Osaka earthquake</td>
<td>Japanese Red Cross</td>
</tr>
<tr>
<td>July 2018</td>
<td>July 2018 heavy rains</td>
<td>Japanese Red Cross</td>
</tr>
<tr>
<td>Sept. 2018</td>
<td>Hiroshima Eastern Earthquake</td>
<td>Japanese Red Cross</td>
</tr>
<tr>
<td>Oct. 2018</td>
<td>Gutai earthquake (Indonesia)</td>
<td>Japanese Red Cross</td>
</tr>
</tbody>
</table>

**Science Fair**

In September 2018, the Yamaguchi plant participated in the two-day 9th Science Fair at the Onoda Sunpark. The theme of the event was inspiring scientific curiosity and interest and introducing more people to the fun and appeal of science. THK was in charge of helping children make hourglasses with iron, the raw material used for our products. Both days were packed with attendees, and many determined visitors helped the hourglasses take form. The event was so successful that we ran out of all the materials we brought to make over 150 hourglasses.

**Heavy Rain Disaster Area Relief**

The landfall of Tropical Storm Rumba in mainland China in August 2018 caused damage to 13 cities, including Weifang, Dongying, Heze, and Taian in Shandong Province. Around 5.09 million people were affected by the disaster, with 18 fatalities and nine cases of missing persons. The direct economic impact reached a loss of 12.08 billion yuan (about 193.3 billion yen). As a result of the heavy rains, water levels at the nearby Yeyuan, Tangshuiya, and Heihushan reservoirs rose drastically. Releasing the water triggered massive flooding in the downstream city of Shouguang, causing homes, crop fields, greenhouses, and pig farms to be inundated with water and resulting in severe damage.

THK Liaoning immediately collected donations for the affected areas, sending the clothes and bedding gathered from around 100 employees to the Shouguang Charity General Association.

**Coexisting with Local Communities**

In 2012, Vice President Sun at THK Liaoning became a member of the Dalian People’s Political Consultative Conference for the Jinzhou New Area, a district under the administration of the city of Dalian. Every year since then, she has brought up proposals reflecting the desires of local citizens. In 2017, she proposed a strengthening of services for the elderly, which aimed to establish community centers where children whose caretakers work can interact with the elderly. This proposal received the Jinzhou New Area’s seventh outstanding proposal award and was adopted by the city.

In March 2018, Dalian announced a directive to establish community centers for Dalian’s elderly and other residents, and the city plans to continue strengthening its elderly services.

**THK’s snacks stand**

**Community Involvement**

I started practicing karate 25 years ago. I have been active in the Shintani Wado Kai Karate Federation for over 10 years, and I currently instruct around 20 students ranging in age from 7 to 75. Karate helps you develop respect for others, self-confidence, and self-control.

Through our lessons, you naturally learn how to behave as part of a group. Even when people come to us shy, quiet, and lacking self-confidence, after a year, they grow to the point where they could lead the class. I hope that my students grow in practical ways through karate and become the kind of person who can speak in front of a crowd with confidence.